

The Influence of Leadership Style and Motivation on Employee Performance at Four Points By Sheraton Bali, Kuta

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Abstract: The aim of this research is to determine the influence of leadership style and work motivation on employee performance. The population in the research were employees of Four Points by Sheraton Bali, Kuta with a sample of 75 respondents. The data analysis techniques used in this research are Multiple Linear Regression, t Test, F Test, Correlation Coefficient and Determination. Based on the research results, it can be seen that leadership style has a positive and significant effect on employee performance, work motivation has a significant positive effect on employee performance and leadership style and work motivation simultaneously have a significant effect on employee performance. The magnitude of the influence of leadership style and work motivation variables on employee performance is 75.5%. The advice that can be given by researchers is that it is hoped that the leaders of Four Points by Sheraton Bali, Kuta will always evaluate the results of employee work, and provide rewards when employees can complete work that exceeds the standards that have been set, give praise when employees are able to complete work well and always supervise employees when working.

Keywords: Leadership, Motivation, Performance, Hotel

Abstrak: Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan. Populasi dalam penelitian adalah karyawan Four Points by Sheraton Bali, Kuta dengan sampel yang digunakan yaitu sebanyak 75 responden. Teknik analisis data yang digunakan dalam penelitian ini adalah Regresi Linier Berganda, Uji t, Uji F, Koefisien Korelasi dan Determinasi. Berdasarkan hasil penelitian dapat dilihat bahwa gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan, motivasi kerja berpengaruh positif signifikan terhadap kinerja karyawan dan gaya kepemimpinan dan motivasi kerja, secara simultan berpengaruh signifikan terhadap kinerja karyawan. Besarnya pengaruh variabel gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan sebesar 75,5%. Saran yang dapat diberikan oleh peneliti adalah diharapkan pemimpin Four Points by Sheraton Bali, Kuta selalu melakukan evaluasi terhadap hasil kerja karyawan, serta memberikan penghargaan ketika karyawan dapat menyelesaikan pekerjaan melebihi standar yang telah ditetapkan, memberikan pujian ketika karyawan mampu menyelesaikan pekerjaan dengan baik dan selalu melakukan pengawasan ketika karyawan bekerja.

Kata Kunci: Pemimpin, Motivasi, Kinerja, Hotel

1. INTRODUCTION

Tourism's sustainability has led to rapid changes in hospitality, requiring businesses to adapt quickly to customer needs. This necessitates well-organized and directed organizations to achieve their goals effectively (Efriliana, 2019; Hilmawan et al., 2023; Rainanto et al., 2023; Ogotu et al., 2023). The company aims to boost employee performance by offering motivation and rights, fostering loyalty. Effective leadership is crucial, as it significantly impacts performance and company goals. A leader's style influences achievement and decision-making, ensuring order and harmony within the organization. Without leadership, chaos can ensue (Efriliana, 2019).

Employee performance is evaluated based on their ability to complete tasks effectively. Low performance can negatively impact work systems, leading to decreased productivity. Organizations employ various strategies to enhance employee performance, including education, training, compensation, motivation, and leadership style (Dalimunthe, 2018).

Leadership style significantly influences employee performance. Effective leaders foster cooperation, vision, and mission, leading to common goals within the organization. Leaders' performance is closely tied to their ability to create positive working relationships and a comfortable atmosphere, ultimately enhancing employee performance (Manaroinsong et al., 2017).

A leader must align subordinates' motivation with organizational needs. Employees are motivated by compensation and personal goals, which impact work performance (Nafiudin et al., 2019). Leaders face the challenge of mobilizing subordinates to utilize their best abilities for the organization's benefit. Many leaders use their power to dictate orders without considering subordinate conditions.

The General Manager of the Four Points Hotel by Sheraton Bali, Kuta, has implemented meetings to foster cooperation and communication between management

and staff. These meetings aim to improve employee performance by addressing departmental issues and employee needs. According to Human Resources Supervisors, these meetings facilitate open communication, making employees feel more comfortable and enhancing overall performance (unstructured interviews).

Based on interviews with the Human Resources Manager at Four Points by Sheraton Bali, Kuta, leadership style and work motivation significantly impact employee performance. The leader's role in fostering a supportive environment directly influences organizational goal achievement through team member contributions. Developing effective leadership is crucial for optimal human resource performance. Employee performance indicators include work quality, quantity, timeliness, attitude, and effectiveness (Kurniawan, 2018).

Analysis of these indicators reveals that some employee performances are suboptimal due to issues affecting quality and punctuality, such as delays and inadequate grooming. This suggests a lack of work motivation among employees at Four Points by Sheraton Bali, Kuta.

The employee tardiness data exhibits fluctuations, with a notable peak in July and August 2023. The lowest rate of tardiness, 13%, was observed in December 2023. The company's tolerance for tardiness is capped at 10-15% per month, considering reasonable excuses.

This variability in tardiness suggests that the Four Points by Sheraton Bali, Kuta employees' discipline and work motivation are still suboptimal. The fluctuating levels of absenteeism directly impact employee productivity, with higher rates of absenteeism leading to decreased productivity and lower rates leading to increased productivity (Ahmad et al., 2020).

The employee tardiness issue is partly attributed to a lack of leadership firmness in enforcing consequences, allowing employees to feel unaccountable and more likely to commit late violations. This lack of

responsibility among employees enables them to disregard rules and arrive late without fear of repercussions.

The Four Points by Sheraton Bali, Kuta management conducts biannual employee performance assessments, which serve as indicators of work quality. These assessments evaluate various aspects, including problem-solving, teamwork, communication, leadership, time management, and professional demeanor, using a four-point scale: Very Excellent (90-100), Good (80-89), Average (65-79), and Need Improvement (<64).

The performance assessment results did not meet the excellent rating scale, indicating that the management's target has not been achieved. The assessment results show that many employees only reached the good rating scale, with some needing improvement. The need for improvement has increased compared to the previous assessment period.

The performance assessment weights are distributed across various aspects: Problem-solving and Decision Making (20 points), Contribution to Team (20 points), Communication and Leadership (20 points), Time Management (20 points), and Professional Demeanor (20 points). The maximum score is 100 points.

Employee performance is influenced by leadership style, which plays a crucial role in achieving organizational goals. A leader who actively involves subordinates can improve employee performance (Tangkudung & Taroreh, 2021). Leadership factors within an organization are vital for determining the success of achieving organizational goals (Manaroinson et al., 2017). The lack of discipline in dressing among employees at the Four Points Hotel by Sheraton Bali, Kuta is another issue. This can negatively impact employee discipline and overall performance.

In an unstructured interview, an employee attributed delays to sudden needs that could not be postponed. Another reason for tardiness was the lack of communication

between employees. Being late can lead to incomplete work, suboptimal results, and non-compliance with standard operational procedures. The phenomena indicate leadership and motivation problems at the Four Points Hotel by Sheraton Bali, Kuta. A leader who cannot guide employee performance and does not provide praise can negatively impact employee performance. Lack of motivation in the form of appreciation can also affect employee performance (Herawati & Ermawati, 2020).

Research has shown that leadership and motivation have a positive and significant effect on employee performance at some hotels, but not all (Widiarsa et al., 2023; Handani & Adnyani, 2018). Therefore, further research is encouraged to investigate the relationship between leadership style, motivation, and employee performance at the Four Points Hotel by Sheraton Bali, Kuta.

2. LITERATURE REVIEW

The success of a business is largely determined by the people within the company (Agatha Amalia Rosita et al., 2022). Performance is one of the most dominant factors in increasing company profits (Nisyak, 2016). A good organization is an organization that tries to improve the capabilities of its human resources, because this is a key factor in improving employee performance. The leadership style in leading an organization greatly influences the success of the organization in achieving its goals. The right leadership style will also encourage employees to excel (Nisyak, 2016). Leadership style is a way for leaders to influence employee behavior to collaborate and work productively to achieve organizational goals and good and optimal performance (Dyah Indryani, 2016). Leadership in organizations plays an important role in improving employee performance (Oxy Prabowo, 2019).

Based on the explanation above, the hypothesis used in this research is:

Ho: Leadership style (X1) does not have a positive and significant effect on employee

performance (Y) at the Four Points Hotel by Sheraton Bali, Kuta.

H1: Leadership style (X1) has a positive and significant effect on employee performance (Y) at the Four Points Hotel by Sheraton Bali, Kuta.

In organizational life, providing encouragement as a form of work motivation to subordinates is important to improve employee performance. Motivation can be understood as the conscious or subconscious influence that prompts someone to take action with a particular goal in mind, providing the encouragement needed to achieve that objective (Suci Sandi Wachyuni et al., 2024). It requires a good understanding of motivation, both in subordinates and employees, in order to improve employee performance (Yekti, 2020). Employee work motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to motivate by giving what they want (Sihombing, 2020). Aan and Adhie (2016) also show that employee motivation has a significant effect on performance. Motivation in the company also has a big influence on employee performance because of encouragement, stimulation, and enthusiasm for work (Armadita, 2021).

Based on the explanation above, the hypothesis used in this research is:

Ho: Motivation (X2) does not have a positive and significant effect on Employee Performance (Y) at the Four Points Hotel by Sheraton Bali, Kuta.

H2: Motivation (X2) has a positive and significant effect on Employee Performance (Y) at the Four Points Hotel by Sheraton Bali, Kuta.

The existence of a leadership style that has its own characteristics from the leader will make subordinates or employees feel directed and motivated in carrying out their work within the company. With motivation, leaders can influence their employees to work better and be enthusiastic about working and achieving the targets and goals desired by the company (Armadita, 2021).

Good leadership qualities are important for organizations to pay attention to, because leadership can influence employee performance in achieving organizational goals. Motivation is a condition that moves employees to be able to achieve the goals of their motives. The stronger the work motivation, the higher employee performance will be (Liyas, 2018).

Based on the explanation above, the hypothesis used in this research is:

Ho: Leadership style (X1) and Motivation (X2) do not have a positive and significant effect on Employee Performance (Y) at the Four Points Hotel by Sheraton Bali, Kuta.

H3: Leadership style (X1) and Motivation (X2) have a positive and significant effect on Employee Performance (Y) at the Four Points Hotel by Sheraton Bali, Kuta.

3. RESEARCH METHODS

This research was conducted at the Four Points Hotel by Sheraton Bali, Kuta, involving 75 respondents from all hotel employees, except department heads. Observations were carried out for four months, from February to May 2024. Data was collected through distributing questionnaires covering the implementation of leadership styles, motivation in management, and employee performance. Quantitative data includes questionnaires about leadership style and motivation as well as employee performance data, while supporting data includes the number of employees, employee tardiness, and respondent characteristics obtained from interviews. The questionnaire adopted the Leadership Style variable (X1) from Irma Srem et al. (2023) with four dimensions: directive, supportive, participative, and achievement oriented. The Motivation Variable (X2) was adopted from Iqbal et al. (2021) with five dimensions: physiological, safety, social, recognition and self-actualization needs. The Performance Variable (Y) was adopted from Kuswati (2020) with six dimensions: work quality, work quantity, productivity, timeliness and

effectiveness. Secondary data was obtained from hotel archives, including organizational structure, brief history, facilities, number of employees, employee tardiness, and employee ratings. The research model is shown in figure 1. The questionnaire is filled out independently by the respondent using a measurement scale.

This research describes it descriptively using a quantitative approach, aiming to find the influence between leadership style variables and employee performance. A descriptive approach is used to identify relationships between variables, while a quantitative approach is applied because the independent and dependent variables are measured in numerical form, allowing analysis of the influence and magnitude of that influence. Data analysis was carried out using the Special Product and Service Solutions (SPSS) computer program to obtain more reliable results. The independent variables in this research are leadership style (X1) and motivation (X2), while the dependent variable is employee performance (Y), which allows determining the functional causal relationship between these variables.

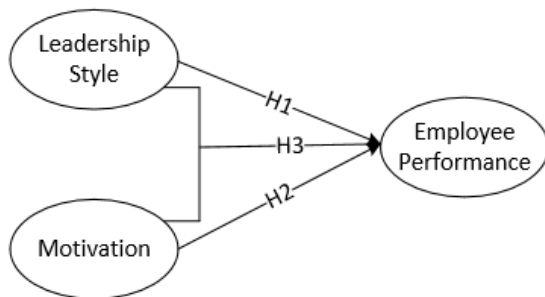


Figure 1. Research Model

4. RESULTS AND DISCUSSION

4.1 Overview of Research Locations

When planning tourist destinations with an emotional element, it is crucial to consider the values that influence visitors' attitudes and behaviour towards these destinations (Priatmoko et al., 2021). Four Points by Sheraton is one of the properties of Starwood Hotels and Resorts, which was originally formed by ITT Sheraton before being acquired by Starwood in 1998. Starwood

Hotels and Resorts is one of the largest hotel companies in the world, both directly and through its subsidiaries, with nine hotel brands including St. Regis, The Luxury Collection, W Hotels, Westin Hotels & Resorts, Le Méridien, Sheraton, Four Points by Sheraton, Aloft Hotels, and Element by Westin. The Four Points by Sheraton Hotel was founded for business people and independent travellers, with a simplified concept, and was first opened in 1995 in America. Since then, Four Points by Sheraton has grown to more than 200 hotels in 31 countries, including Indonesia. All Starwood properties, including the Four Points Hotel by Sheraton Bali Kuta, joined Marriott International in 2016, merging the Starwood, Marriott and The Ritz Carlton Rewards brands into one.

4.2 Analysis Results

Table 1: Validity and Reliability Test Results

Statement Items	Pearson Correlation	Cronbach Alpha	Note
X1.1	0.837	0.971	Valid & Reliable
X1.2	0.905		Valid & Reliable
X1.3	0.903		Valid & Reliable
X1.4	0.898		Valid & Reliable
X1.5	0.882		Valid & Reliable
X1.6	0.876		Valid & Reliable
X1.7	0.894		Valid & Reliable
X1.8	0.890		Valid & Reliable
X1.9	0.911		Valid & Reliable
X1.10	0.906		Valid & Reliable
X2.1	0.890	0.958	Valid & Reliable
X2.2	0.856		Valid & Reliable
X2.3	0.897		Valid & Reliable
X2.4	0.793		Valid & Reliable
X2.5	0.849		Valid & Reliable
X2.6	0.863		Valid & Reliable

Statement Items	Pearson Correlation	Cronbach Alpha	Note
X2.7	0.824	0.960	Valid & Reliable
X2.8	0.867		Valid & Reliable
X2.9	0.859		Valid & Reliable
X2.10	0.841		Valid & Reliable
Y.1	0.841		Valid & Reliable
Y.2	0.817		Valid & Reliable
Y.3	0.808		Valid & Reliable
Y.4	0.829		Valid & Reliable
Y.5	0.883		Valid & Reliable
Y.6	0.853		Valid & Reliable
Y.7	0.911		Valid & Reliable
Y.8	0.903		Valid & Reliable
Y.9	0.861		Valid & Reliable
Y.10	0.860		Valid & Reliable

Source: Primary data (2024)

All statement items for the variables leadership style, work motivation and employee performance have person correlation values greater than r table 0.227, so they can be said to be valid and suitable for use in this research to measure the variables studied. Apart from that, all statements on these variables also have a Cronbach's alpha value greater than 0.60, which shows that this research instrument is reliable. Thus, the questionnaire used in this research can be relied on to produce consistent data when used several times to measure the same object.

Table 2 : Respondents' Answers to Research Statements

Variable	Total score	Average	Information
Leadership Style			
Directive Leadership Style	289.33	3.86	Good
Supportive Leadership Style	282	3.76	Good
Participative Leadership Style	278.5	3.72	Good

Variable	Total score	Average	Information
Achievement Oriented Leadership Style	277.5	3.7	Good
Average Leadership Style Variable	282.3	3.73	Good
Work motivation			
Physiological Needs	283.5	3.78	Good
The Need for Safety and Security	282.5	3.77	Good
Social Needs	282.5	3.77	Good
Need for Appreciation	287	3.83	Good
Need for Self-Actualization	277	3.69	Good
Average Work Motivation Variable	282.5	3.77	Good
Employee performance			
Work quality	276.5	3.69	Good
Work Quantity	281	3.75	Good
Productivity	280	3.73	Good
Punctuality	287	3.83	Good
Effectiveness	294	3.92	Good
Average Employee Performance Variables	283.7	3.78	Good

Source: Primary Data (2024)

Based on research results obtained from respondents' answers, the leadership style variable shows that the average score for directive leadership style is 289.33 with an average value of 3.86, supportive leadership style is 282 with an average value of 3.76, participative leadership was 278.5 with an average value of 3.72, and achievement-oriented leadership style was 277.5 with an average value of 3.7. Overall, the average leadership style variable is 282.3 with an average value of 3.73, which is categorized as good. For the work motivation variable, physiological needs have a score of 283.5 with an average value of 3.78, the need for safety and security is 282.5 with an average value of 3.77, social needs are 282.5 with an average value 3.77, the need for esteem is 287 with an average value of 3.83, and the need for self-actualization is 277 with an average value of 3.69.

The average work motivation variable is 282.5 with an average value of 3.77, which is also categorized as good. Furthermore, the employee performance variable shows quality of work with a score of 276.5 and an

average value of 3.69, quantity of work of 281 with an average value of 3.75, productivity of 280 with an average value of 3.73, punctuality of 287 with an average value of 3.83, and effectiveness of 294 with an average value of 3.92. The average employee performance variable is 283.7 with an average value of 3.78, which is categorized as good. These results indicate that all the variables studied, namely leadership style, work motivation and employee performance, have good ratings from the respondents.

Table 3: Results of Multiple Linear Regression Analysis

		Coefficients ^a			
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	3,627	2,309		1,571 .121
	Leadership style	,437	,067	,491	6,512 ,000
	Work motivation	,470	,075	,471	6,240 ,000

a. Dependent Variable: Employee performance

Source: Primary Data (2024)

From the constant values and regression coefficients of the independent variables, the following multiple linear regression equation is obtained: $Y = 3.627 + 0.437X_1 + 0.470X_2 + e$. Based on this equation, a constant value of 3.627 indicates that if the leadership style and work motivation variables were removed, employee performance would be 3.627. The regression coefficient for the leadership style variable is 0.437, which has a positive value, indicating that a one unit increase in leadership style will increase employee performance by 0.437, indicating the positive influence of leadership style on employee performance. Likewise, the regression coefficient for the work motivation variable is 0.470, which has a positive value, indicating that a one unit increase in work motivation will increase employee performance by 0.470, which means work motivation also has a positive influence on employee performance.

The t test for the leadership style variable (X_1) on employee performance (Y) at Four Points by Sheraton Bali, Kuta, was carried out by testing the hypothesis H_0 : leadership style has no positive and significant effect on employee performance, and H_1 : leadership style has a positive and significant effect on employee performance. Based on Table 4.15, the calculated value of leadership style (X_1) is 6.512 with a significance of 0.000. With a significance level of 5% (0.05) and degrees of freedom (df) 72 ($df = 75 - 2 - 1$), the ttable value based on the t distribution is 1.666. Because tcount (6.512) is greater than ttable (1.666) and the significance value is less than 0.05, it can be concluded that leadership style has a positive and significant effect on employee performance at Four Points by Sheraton Bali, Kuta.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2675.294	2	1337.647	115,004	,000b
Residual	837,453	72	11,631		
Total	3512.747	74			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work motivation, Leadership style

Source: Primary Data (2024)

Based on Table 4.17, the F test was carried out to test the hypothesis: H_0 states that leadership style and work motivation have no significant effect on employee performance at Four Points by Sheraton Bali, Kuta, while H_3 states the opposite. The Fcount value is 115.004 with a significance of 0.000. With 95% degrees of freedom ($\alpha = 0.05$), $dfn(k) = 2$, and $dfd(n - k - 1) = 72$, the Ftable value is 3.12. Because Fcount (115.004) > Ftable (3.12) and significance $0.000 < 0.05$, H_0 is rejected and H_3 is accepted. This shows that leadership style and work motivation simultaneously have a significant effect on employee performance at Four Points by Sheraton Bali, Kuta.

Table 4 Correlation Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873a	.762	.755	3,410

a. Predictors: (Constant), Work motivation, Leadership style

Source: Primary Data (2024)

In the table above, an R value of 0.873 is obtained, which is between 0.80 – 1.000 and is included in the very high category, this means that leadership style and work motivation have a very high relationship with employee performance.

Then the adjusted square value of 75.5% shows the large contribution of leadership style and work motivation variables to employee performance, namely 75.5%. Meanwhile, the remaining 24.5% is influenced by other variables not examined in this research. This means that leadership style and work motivation are able to have an influence of 75.5% on employee performance at Four Points by Sheraton Bali, Kuta.

4.3 Discussion

4.3.1 The Influence of Leadership Style on Employee Performance Four Points by Sheraton Bali, Kuta

The research results show that leadership style has a positive and significant effect on employee performance at Four Points by Sheraton Bali, Kuta. Hypothesis testing produces a t value of $6.512 > 1.666$ and a significance value of $0.000 < 0.05$, so that H0 is rejected and H1 is accepted. This means that the better the leadership style, the higher the employee performance. Leaders can improve performance by providing rewards, clear communication and appropriate direction (Araffat, 2020).

This research is supported by previous studies Jopanda & MSi (2021); Dalimunthe (2018); Rizqi et al. (2016); Widiarsa et al. (2023); Nafiudin et al. (2019); Herawati & Ermawati (2020), which also found that style Leadership has a significant effect on

employee performance. Good leadership allows employees to develop and improve their performance.

4.3.2 The Influence of Motivation on Employee Performance Four Points by Sheraton Bali, Kuta

The research results show that work motivation has a positive and significant effect on employee performance at Four Points by Sheraton Bali, Kuta. Hypothesis testing produces a t value of $6.240 > 1.666$ and a significance value of $0.000 < 0.05$, so that H0 is rejected and H2 is accepted. This means that the higher the work motivation, the higher the employee performance at the hotel. Work motivation creates enthusiasm and willingness to work effectively (Edasa & Eka Putra, 2014). Previous studies Jopanda & MSi (2021); Dalimunthe (2018); Rizqi et al. (2016); Widiarsa et al. (2023); Nafiudin et al. (2019); Herawati & Ermawati (2020), also found that work motivation has a positive and significant effect on employee performance. High motivation encourages employees to show better performance because they have a strong desire to achieve organizational goals (Can, 2016). Therefore, the motivation given to employees can increase their productivity and creativity, as well as encourage them to work more actively and innovatively.

4.3.3 The Influence of Leadership Style and Work Motivation on Employee Performance Four Points by Sheraton Bali, Kuta

The results of this research indicate that leadership style and work motivation simultaneously have a significant effect on employee performance at Four Points by Sheraton Bali, Kuta. From hypothesis testing, the F value is $115.004 > 3.12$ and the significance value is $0.000 < 0.05$, so H0 is rejected and H3 is accepted. This means that the better the leadership style and work motivation, the higher the employee performance. These results are in line with previous research by Dalimunthe (2018);

Rizqi et al. (2016); Widiarsa et al. (2023); Nafiudin et al. (2019); Herawati & Ermawati (2020), who also found that leadership style and work motivation have a positive and significant effect on employee performance.

Leadership at Four Points by Sheraton Bali, Kuta is able to foster employee motivation and self-confidence, which is important in achieving company targets. Motivation is also an important aspect for leaders in working together with subordinates to achieve company goals. Therefore, leadership style and motivation have a significant relationship in influencing employee performance. Leaders who pay attention to aspects of leadership and motivation can create a positive work environment, improve employee ethics, morale and performance (Rivaldo, 2021). Good leadership and high employee motivation can produce job satisfaction and more consistent employee performance.

5. CONCLUSION

From the results of the study it can be concluded that there is a significant and positive influence of leadership style on employee performance Four Points by Sheraton Bali, Kuta. These results prove that a good and positive leadership style will have a significant effect on employee performance. In addition, there is also a significant and positive influence of motivation on employee performance Four Points by Sheraton Bali, Kuta. This proves that the higher the motivation given, the better the performance of the hotel's employees. The results of the study also found that simultaneously with the influence of leadership style and motivation that is good and positive also affects employee performance, thus it can be concluded that simultaneously, leadership style and work motivation have a significant influence on employee performance.

The adjusted square value of 75.5% shows the magnitude of the contribution of leadership style variables and work motivation to employee performance, which

is 75.5%. While the remaining 24.5%, the rest is influenced by other variables not examined in this study. This means that leadership style and work motivation are able to have an influence of 75.5% on employee performance at Four Points by Sheraton Bali, Kuta.

The limitation of this research is the study only focuses on Four Points by Sheraton Bali, Kuta, which may not be representative of all hotels in the region or globally. A larger and more diverse sample size could provide more generalizable results. The study does not account for other factors that could influence employee performance, such as organizational culture, job satisfaction, or external factors like economic conditions. Including these variables in the analysis could provide a more complete understanding of the factors affecting employee performance. The study's findings may not be generalizable to other hotels or industries, as the specific context and conditions of Four Points by Sheraton Bali, Kuta may be unique. Future studies should aim to replicate the research in different settings to increase generalizability.

Future study could use a combination of methods, such as surveys, interviews, and performance metrics, to gather more comprehensive data on the impact of leadership style and motivation. Future research could investigate the impact of other factors, such as organizational culture, job satisfaction, and external economic conditions, on employee performance to provide a more complete understanding of the factors influencing performance.

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